State of the College Address 2018

President David A. Heath
7 February 2018
SUNY by the numbers: Overview

- 33 West 42nd St., New York, NY
- 298,000 sq. ft. (27,685 sq. m.)
- 20 Floors
- Annual Revenues: $ 36.0 M
- Tuition: In State - $ 28,390
- Patient Revenues - $ 8.004 M
- Research Grants – 31 ($3.1 M)
- Students - 415
- Employees - 356
- Faculty - 108
Total Student Enrollment

Enrollment (Professional and Graduate Programs)

Admissions Committee
Dr. Audra Steiner (Chair)
Dr. Amy Steinway
Dr. Kim Poirier
Ms. Nancy Kirsch
Dr. Tracy Nguyen
Dr. Erica Schulman
Dr. Ann Beaton
Dr. Yianni Gialousakis
Dr. Hal Sedgwick
Ayah Ahamed '18
Mr. Brandon Or '18
Ms. Sara Ahdoot '21
Mr. Jason Gebran '19
Ms. Abigail Cash ‘20

Staff:
Dr. Gui Albieri
Mr. Christian Alberto
Mr. Zach Levi-Epstein
Educational Outcomes; Degree & Certificates Granted

2018 will represent the first graduation for an entering class with 100 students.
ACOE: Percent of Entering Students who Graduate

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</thead>
<tbody>
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<td>Graduated in 4 years*</td>
<td>88</td>
<td>90</td>
<td>91</td>
<td>87</td>
<td>91</td>
<td>94</td>
<td>94</td>
<td>95</td>
<td>92</td>
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<td>5</td>
<td>0</td>
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<td>Graduated at any time</td>
<td>93</td>
<td>99</td>
<td>95</td>
<td>89</td>
<td>96</td>
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<tr>
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<td>4</td>
<td>1</td>
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<td>6</td>
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<td>1</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
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</tbody>
</table>

*Includes students who graduated in the summer following their fourth year.
Resources: Core Operating Budget - Projections

Fund Balances (June 30, 2017) = $13,440,400 (+$ 1.543M)

as of 12/31/17
Projections exclude capital /opportunity costs

Revenue (proj 1/18) and Expenses (proj 1/18) projections.
Capital Projects 1997 - 2017: Cash Disbursements by FY
Student Satisfaction - Exit Survey

Overall, I am satisfied with the quality of the optometric education I received at SUNY

Satisfaction with On-Campus Relaxation Space

Satisfaction with career planning services

Satisfaction with Opportunity to Participate in Non-Academic College-Related Activities
The State of the College is Strong!

“By failing to prepare, you are preparing to fail.” – Benjamin Franklin
Strategic Planning: 2018 - 2023

- Institutional Research & Planning Committee
- Process
  - Institutional Values
  - Mission & Vision
  - Environmental Scan
  - SWOT Analysis
  - Goal & Objectives
  - Community Review
  - Approvals

IRPC
Dr. Steven Schwartz (Chair)
Mr. Vito Cavallaro
Mr. Marcel Catafago
Dr. Ann Beaton
Dr. Julia Appel
Dr. Richard Soden
Dr. Michael McGovern
Dr. Stewart Bloomfield
Dr. Jennifer Gould
Ms. Carol Lin ’20

Ex-Officio
- Vice Presidents
Strategic Planning: 2018 - 2023

Mission & Values
Ms. Amber Hopkins-Jenkins (Co-Chair)
Ms. Jennifer Kelly-Campbell (Co-Chair)
Dr. Richard Soden
Dr. Jennifer Gould
Ms. Liduvina Martinez-Gonzalez
Ms. Ann Warwick
Mr. Marcel Catafago
Ms. Susan Lee-Shareef
Dr. Quy Nguyen
Mr. Vito Cavallaro
Dr. Suresh Viswanathan
Dr. Sandra Benavente
Mr. Max Paschall ’20
Mr. Jason Grygier ’19

Environmental Scan & SWOT
Dr. Gui Albieri (Chair)
Dr. Richard Madonna
Dr. Ann Beaton
Dr. Julia Appel
Dr. Michael McGovern
Dr. Stewart Bloomfield
Dr. David Troilo
Mr. David Bowers
Ms. Andrea Brunhoelzl
Dr. Tom Wong
Dr. Mort Soroka
Dr. Anu Laul
Dr. Matthew Bovenzi
Ms. Nicole Mercho ’20
Ms. Jana Widell ‘19
Academic Programs: Doctor of Optometry

Goal 1 - Deliver a customizable professional degree program that ensures active integrated learning while preparing students for problem-oriented patient care:

Goal 2 - Deliver competency-based clinical training that is founded upon evidence-based practice and anticipates future practice trends:
Doctor of Optometry Degree Program:

- Core clinical competencies
- Advanced standing program
- MBA/Certificate program
- Lecture Capture
- Electives
- VR/Simulation lab
- Moodle
- Course evaluation system
- ExamSoft
- Clinical Advisor Program
- Didactic Advisor Program
- Curriculum changes
  - Clinical Optometry
  - POVD
  - Clinical Medicine
  - Low Vision
  - Advanced Procedures Workshops
  - Expanded externship rotations
- IPE/CP
  - CUNY BSN
  - Stony Brook MSW
  - CHN NP Residents
- Capstone
Educational Outcomes: Class of 2017

**NBEO Part 1 ABS (1st Time Pass Rate)**

- SUNY Part I
- National Part I
- SUNY Part I (2017)
- National Part I (2017)

**NBEO Part 2 PAM (1st Time Pass Rate)**

- SUNY Part II
- National Part II

**Percentage of Candidates who Passed all NBEO Parts at Graduation**

- National
- SUNY

*2017 New Format*

*Graduates who have taken all 3 parts of the exams*
ACOE: Percent of Entering Students who Graduate

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</tbody>
</table>

*Includes students who graduated in the summer following their fourth year.

Comparable data for other programs are not readily available for us to include on this graph.

09.05.17
Optometric Curriculum: Key Trends

• Health professions education will focus increasingly on clinical reasoning, communications and care coordination
• Advancing development of sub-specialization....
• Increasing interest in “micro-crednetials”
• Ongoing need to adapt the curriculum for a rapidly evolving profession and changing delivery models
• Technology in health care will shape changes in the curriculum and focus of education
• New educational technologies.....more interactive, digitally delivered and asynchronous.
Education - Residency Programs

SUNY Graduates Planning to Enter a Residency Program

- Percent
- Year of Graduation

Residency Programs and Positions

- Number of Programs
- Number of Applicants
- Number of Available Positions
- Number of Positions Filled

- 2007-08
- 2008-09
- 2009-10
- 2010-11
- 2011-12
- 2012-13
- 2013-14
- 2014-15
- 2015-16
- 2016-17
- 2017-18

= 41
Residency Education: Environmental Scan

- Development of sub-specialization with defined advanced competencies and validation processes
- Ongoing need to adapt the curriculum for a rapidly evolving profession....
- Increasing demand for residency-trained optometrists
- Expanded scope of practice: Surgical Residency?
Goal 3 - Enhance the College’s intellectual impact by developing new areas of research that are synergistic with the College’s existing research and clinical strengths and provide opportunities for collaborations and translational projects:

Goal 4 - Strengthen and expand programs that train clinician scientists:
Research Highlights

- AAHRPP accreditation of our human subject research program.
- Empire Innovation Award to recruit new faculty:
  - negotiating with a molecular geneticist.
  - first step in the creation of a new Center for Translational Vision Research.
- Began the process to obtain AALAC accreditation for the animal research program.
- Graduated 7 Ph.D. students within a one year period - the largest number ever.
- Dr. Benavente received Zeiss Young Investigator Award in Myopia Research

Research Expenditures

<table>
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<th>Year</th>
<th>Federal</th>
<th>Non-Federal</th>
<th>Foreign</th>
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<td>2008-09</td>
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<td>2009-10</td>
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<td>2010-11</td>
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<td>2015-16</td>
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<td>3</td>
</tr>
<tr>
<td>2016-17</td>
<td>13</td>
<td>15</td>
<td>3</td>
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</table>
Research: Highlights

- Highly Productive Research Program
- Clinical Vision Research Center
- $750,000 Empire Innovation Fund Award – Translational Res.
- Able to maintain funding in spite of the environment
- Diversified funding sources (Federal/Corporate/State)
- Re-design of MS/OD Program
- Creation of new MS/Residency Program
- Re-funding of T-35 Grant
- Increasingly competitive graduate program
- Significantly improved graduation rates in the PhD program
- AAHRPP Accreditation
Graduate Program: PhD

G-4 Committee
Dr. Miduturu Srinivas
Dr. Suresh Viswanathan
Dr. Robert McPeek (Chair)
Dr. Jose-Manuel Alonso
Dr. Sandra Benavente
Dr. Kevin Willeford
(Student)

GCVR Staff:
Mr. Cyrus Vivar
Ms. Debra Berger
Dr. Stewart Bloomfield

Admissions Staff:
Mr. Christian Alberto

Applicants, Accepted and Enrolled (PhD Program)

* 2018 YTD applications with positions available
Graduate Program: MS/OD

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<tbody>
<tr>
<td>OD/MS Total Enrollment</td>
<td>22</td>
<td>38</td>
<td>27</td>
<td>26</td>
<td>25</td>
<td>20</td>
<td>18</td>
<td>17</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>OD/MS First-year Students</td>
<td>8</td>
<td>20</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>6</td>
<td>6</td>
<td>7</td>
<td>4</td>
<td>3</td>
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Research – Key Trends

• College has a successful research program with world renowned faculty who attract extra-mural funding
• Uncertainty in Federal Research Support...
• Finding faculty for open research position has been difficult
• New SUNY Admin views research as a system-wide priority
• Increasing importance of translational research focused on NEI priorities
• Competition and uncertainties in federal funding continue to increase the need for diversification in sources of funding
• The CVRC has been very successful at meeting subject recruitment goals
• Industry is demonstrating increased interest in supporting research at the College.
Patient Care & Community Outreach

Goal 5 - Make the University Eye Center (UEC) more accessible:

Goal 6 - Increase UEC patient visits and develop new revenue streams while providing the highest quality of care with the context of the Affordable Care Act of 2010.
Patient Care:

- Administrative Transition
- Professional Coder(s)
- Updating contracts
- NextGen
- Patient Portal
- UEC Website
- Acquisition of new technologies
- Designing for the future
  - Exam Rooms
  - Pediatrics
  - 7th Floor
- Research - CVRC
- “Bovenzi Metrics”
- “Exam of the Future”
  - Examination sequence
  - Auxillary personnel
  - Evidence-based care
  - Integrating Technology
- Improved Compliance
- Collaborative Care
  - Social Work
  - Nursing
- Expanded Footprint
  - Gouveneur
  - Community Health Network
  - Staten Island: Vanderbilt (?)
- Expanded outreach
University Eye Center

UEC Total Patient Encounters by Year

Fiscal Year

Annual visits
Mid-year visits

* 3 year rolling average used to establish trend line
UEC – Referral Visits

Referral Visits

- FY 12-13: 10,395
- FY 13-14: 11,273
- FY 14-15: 11,731
- FY 15-16: 12,285
- FY 16-17: 13,290
Homebound Visits

- FY 08-09: 148
- FY 09-10: 145
- FY 10-11: 201
- FY 11-12: 209
- FY 12-13: 203
- FY 13-14: 199
- FY 14-15: 155
- FY 15-16: 286
- FY 16-17: 279

Vision Screenings

- FY 08-09: 17
- FY 09-10: 27
- FY 10-11: 55
- FY 11-12: 54
- FY 12-13: 70
- FY 13-14: 37
- FY 14-15: 68
- FY 15-16: 64
- FY 16-17: 94

Support Groups

- FY 08-09: 38
- FY 09-10: 39
- FY 10-11: 40
- FY 11-12: 41
- FY 12-13: 39
- FY 13-14: 30
- FY 14-15: 36
- FY 15-16: 27
- FY 16-17: 22

Community Lectures/Events

- FY 08-09: 13
- FY 09-10: 14
- FY 10-11: 12
- FY 11-12: 34
- FY 12-13: 17
- FY 13-14: 6
- FY 14-15: 40
- FY 15-16: 63
- FY 16-17: 70
Health Care – Key Trends

• Increasing demand for eye care services
• Ongoing structural changes in the delivery eye care
  – Sub-specialization
  – Telemedicine
• Uncertainties and complexities of the health care system
  – Collaborative Practice
  – Health care reimbursement system in flux
• Disruptive forces in eye care
  – Telehealth
  – New technologies
• Consumerism in health care – Patient centered experience
• Alliances and verticalization in health care
  – Large hospital-centered systems
  – Private Equity investment in eye care practices
Community

Goal 7 – Strengthen workforce engagement:

Goal 8 – Create a vibrant sense of community that promotes student and alumni engagement, academic success and the development of personal and professional competencies:
Community

• Career Development Center
• Faculty Development Programs
• Clinical Workshops for Faculty & Staff
• Recognition Committee
• SUNY Eye Network: Engaging Alumni & Students
• Campus Climate Surveys
Student Success

Goal 9 – Enroll a highly qualified and diverse student body:

Goal 10 – Provide students, residents and alumni with the services needs to succeed in their careers:
Students

Benchmarking our incoming student body

Entering OAT Total Science Scores by School Per Year

Entering GPAs by School per Year*

Yield

National

SUNY

48% 50% 50% 53% 55% 54% 57% 66% 63%
Under-Represented Minority Students

DIVERSITY AND INCLUSION
MASTER PLAN
2016-2020

Under-Represented Minority Students: Applied, Accepted and Matriculated

Applicants

Students Applied

Students Accepted

Students Matriculated

CSTEP Students Applied, Accepted & Enrolled

Awarded 3 grants ($120,000) for diversity through SUNY Performance Improvement Fund
Affordability: Direct Expenses* for In-State Students

Tuition increase limited to 3% for residents & 2% for non-residents in 2017-18

*Includes tuition, fees, books and equipment
Source: ASCO
Affordability: Debt Profile

<table>
<thead>
<tr>
<th>Borrowed Amount:</th>
<th>Class of 2016</th>
<th>Class of 2017</th>
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<tbody>
<tr>
<td></td>
<td>$8,309,586</td>
<td>$9,261,918</td>
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<tr>
<td>Average Debt All Students:</td>
<td>$102,588</td>
<td>$105,250</td>
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<tr>
<td>Average Debt All Students w/ Debt:</td>
<td>$134,026</td>
<td>$156,982</td>
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</table>
Students: Key Trends

- The College is a national leader relative to the quality of the students it attracts
- Flat or Decreasing Applicant Pool!
- Increasing # of O.D. programs?
- Affordability/Student Indebtedness
- Limited visibility for optometry as a career path
- State support for higher ed operations – Flat!
- Optometry lags other health professions in diversity as reflected by URM enrollment
Establishing a Strong Foundation:

Goal 11: Assure the College’s programs and strategic goals are achieved through ongoing, responsible, effective long-term financial planning, resource allocation and infrastructure development:
Fund Balances (June 30, 2017) = $13,440,400 (+$ 1.543M)
## Revenues by Year (in $,000)

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>Tuition</th>
<th>Patient Care</th>
<th>Res Grants</th>
<th>Facility Use</th>
<th>Cont. Ed</th>
<th>TOTAL</th>
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<td>2009-10</td>
<td>13,590.9</td>
<td>5,049.0</td>
<td>8,902.7</td>
<td>3,289.2</td>
<td>339.7</td>
<td>336.4</td>
<td>31,507.9</td>
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<td>2010-11</td>
<td>12,379.8</td>
<td>5,728.3</td>
<td>8,294.9</td>
<td>3,631.5</td>
<td>352.8</td>
<td>277.6</td>
<td>30,664.9</td>
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<td>2011-12</td>
<td>11,291.3</td>
<td>6,162.4</td>
<td>8,679.9</td>
<td>3,381.3</td>
<td>414.7</td>
<td>219.7</td>
<td>30,149.3</td>
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<td>2012-13</td>
<td>11,324.9</td>
<td>7,500.8</td>
<td>8,406.0</td>
<td>3,173.9</td>
<td>370.7</td>
<td>306.9</td>
<td>31,083.2</td>
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<td>2013-14</td>
<td>11,415.3</td>
<td>8,184.2</td>
<td>8,169.5</td>
<td>3,058.8</td>
<td>454.5</td>
<td>319.4</td>
<td>31,601.7</td>
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<td>2014-15</td>
<td>11,420.7</td>
<td>9,638.2</td>
<td>8,397.7</td>
<td>3,222.9</td>
<td>332.1</td>
<td>259.4</td>
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<td>2015-16</td>
<td>11,382.9</td>
<td>11,306.3</td>
<td>8,003.5</td>
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<td>385.0</td>
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<td>12,184.8</td>
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<td>200.0</td>
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*Tuition includes tuition and fees.
State includes state appropriation and pooled offset, and excludes clinic commitment.
Patient Care includes in-house and satellite revenues in IFR as well as clinic commitment.
Total does not include some minor or pass-through items.
Fund Balances

*Fund Balance is cash balance in IFR, SUTRA and Stabilization (if any) as of the June 30 of each year.
Institutional Advancement

Our Vision for Children Campaign
• $125K for Rehabilitation Equip: Rep. Samotis
• Technology upgrades
• SUNY Eye Network
• Merger of OCNY/Alumni Association
Capital Projects 1997 - 2017: Cash Disbursements by FY

Phase 1

Phase 2 & 3

FY97-98 FY98-99 FY99-00 FY00-01 FY01-02 FY02-03 FY03-04 FY04-05 FY05-06 FY06-07 FY07-08 FY08-09 FY09-10 FY10-11 FY11-12 FY12-13 FY13-14 FY14-15 FY15-16 FY16-17 FY17-18

($1,000,000) $1,000,000 $3,000,000 $5,000,000 $7,000,000 $9,000,000 $11,000,000 $13,000,000 $15,000,000

FY17-18
Mr. Ahmad Kayes, President
AGS System Associates, Inc.
160 West 58th Street
New York, NY 10019

Re: SUNY Project

Subject: Notice to Proceed

Dear Mr. Kayes,

You are now authorized to proceed with the work for the phase one renovation project. Please ensure you are in receipt of the building permit. Also, ensure that all on site work is made with progress. If you have any questions, please contact Mr. Davis A. Steen, SUNY Project Manager, at the 613-353-3010 or 613-353-3050.

Sincerely,

[Signature]

[Redacted]
Lower Lobby Project ($4.2)  
8,000+ sq. ft. teaching lab facility  
Approved: $4.2M + $387K  
Construction: AY 2018/19

Library Renovation Project  
Phase II – Summer 2018  
Self-Funded

10th Floor: Ctr. for Ped. Eye Care  
4,900 sq. ft. patient care facility  
Approved: $2.35M  
Construction: AY 2018/19

Capital Improvements: 2018+
Key Budget Issues

- **Excelsior Program** – Continued + $110,000 elig.
  - DREAM Act
- “Hold Harmless” funding model (Flat Funding Operations)
  - Maintenance of Effort *(No support for salary increases)*
  - Predictable tuition plan ($200 per/year undergrad)
  - Decrease in Community College support: Decreased enrollment
  - Shift of $78.6K for Hospitals from operations to capital
- 5-year Capital Plan reduced: ($800M requested by SUNY)
  - $350M v. $550M for the next year
    - $153M distributed by formula and $196.6 for critical maintenance
  - + $100M for UpState and Stony Brook Hospitals
  - Additional adjustments for the hospitals
2018-19 SUNY Concerns

- **Stabilization**
  - *Community Colleges*: Shifting from a volume-based State funding model: “Maintenance of Effort”
  - Charge *differential tuition* at State-operated campuses along the so-called “border states” and for professional master’s programs;
  - Include collective bargaining increases and provide additional support for full-time faculty through matching grants.

- **Health and Safety**
  - Mitigate redirection of $78.6MM in tax-support of the Hospital Operations;
  - Restoring the capital infrastructure fund for critical maintenance to insure the safety in the 2,346 buildings owned and operated by SUNY - back to $550MM plus the an additional $80MM for deep energy retrofits.

- **Restoration of reductions** made to EOP, EOC, SBDC, Child Care, Tele-counseling, Cornell Veterinary College, and the GAP Program.
“Governor Cuomo Announces Nearly $2 Million in NYSUNY 2020 Awards for SUNY College of Optometry”

“Governor Andrew M. Cuomo today announced nearly $2 million in NYSUNY 2020 awards for SUNY College of Optometry. The awards will fund an expanded clinical care facility and a virtual reality simulation laboratory to provide state-of-the-art clinical education for high quality patient care. SUNY College of Optometry graduates 60 percent of all optometrists in New York State, and the funding will help meet the increasing demand for highly trained eye care professionals.”

20 November 2016
Intentional Planning:
The Center for Pediatric Eye Care
VISION AND GOALS

• “Future Directed Design”: Create a new model of Child/Family Centered pediatric eye care facility

• Breakdown segregation of rooms and functions – flexibility

• Change model of care delivery: *bring staff and services to patient*

• Patient/family experience is central; *everything should be easily accessible*

• New modes of communication before/during/after visit

• Transparency and light
CENTER FOR PEDIATRIC EYE CARE: PROGRAM INNOVATION

• *Patient-focused/Family-centered experience* – One-Stop: Bringing staff and providers to the patient
• Enhanced *care coordination/patient navigation/patient advocacy*
• Access to *multi-disciplinary, team-based care*
  • Social Work*
  • Nursing*
  • Vision Rehabilitation*
  • Clinical Research – Opportunities to participate in clinical trials*
  • Expanded access: Occupational Therapy, Physical Therapy, Audiology, Others?
• Integrated technology for *information management*
• *Seamless patient communication* system for before, during and after care is provided.
• Enhanced patient access to multi-media *educational materials*
CENTER FOR PEDIATRIC EYE CARE: DESIGN FEATURES

• 4,900 Sq. Ft. (Expanded from original 3,500 sq. ft. plan)

• Public Spaces:
  • *Interactive educational/technological* for patients/parents
  • *Integration of waiting room/optical*
  • *Less desk* – personalizing staff & patients interaction throughout the care process
  • *Visual access to examination areas* – demystifying care
  • *“Chill Room”* for children with special needs (low stimulus area/quiet room)

• *Flexible room design & consult areas* to realize collaborative practice potential

• Central *Collaboration Zone (CZ)* for multi-disciplinary, team-based care

• Visual and auditory access to examination rooms within the Collaboration Zone for *improved teaching/learning*
10th Floor Center for Pediatrics Eye Care
10th Floor Center for Pediatric Eye Care
10th Floor Center for Pediatric Eye Care
The State of the College is Strong!

“I don't know anything about luck. I've never banked on it and I'm afraid of people who do. Luck to me is something else: Hard work - and realizing what is opportunity and what isn't.”  Lucille Ball
President’s Council

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Mr. David Bowers
Ms. Amber Hopkins-Jenkins
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Dr. Richard Soden
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Ms. Ann Warwick
Ms. Karen DeGazon

Thank you!